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# *The Army's EO Program and Policies*



## Lesson 9: Values, Attitudes and Behaviors

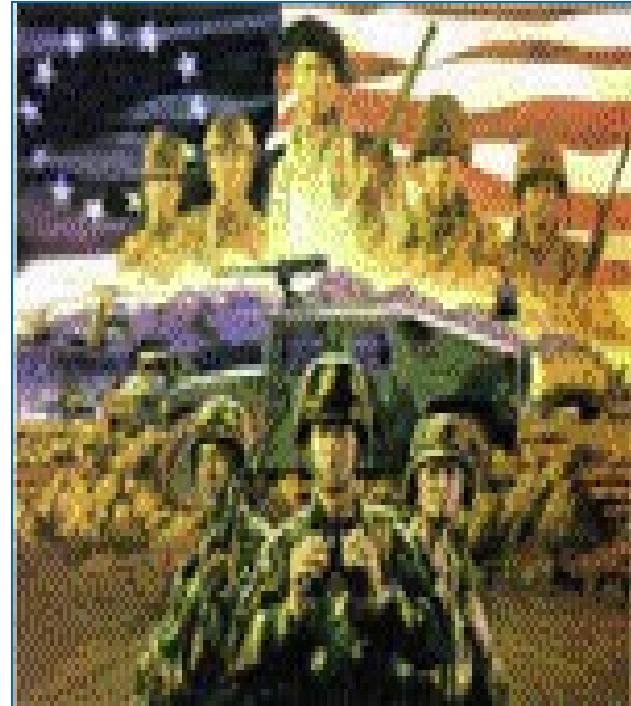
# Overview

- Define Values, Attitudes, Behaviors and Beliefs
- Explain the importance of beliefs, values and norms
- Explain the value system and the significance of the socialization process
- Explain Louis Rath's seven value criteria
- Explain cognitive dissonance and ways to reduce



# Values, Attitudes, and Behaviors

- The Army is probably the largest and most diverse organization in the country with an ethnic and racial makeup most reflective of American society.
- Each individual brings a set of values and attitudes that have been cultivated over many years.
- These values and attitudes are still being shaped and refined with each new experience



# Definitions

Values  
and  
Value system



# Values

- Values are attitudes about the worth or importance of people, concepts, or things
- Values influence your behavior because you use them to decide between alternatives
- Values, attitudes, behaviors and beliefs are cornerstones of who we are and how we do things
- They form the basis of how we see ourselves as individuals, how we see others, and how we interpret the world in general



# Army Values

- **Loyalty**
- **Duty**
- **Respect**
- **Selfless Service**
- **Honor**
- **Integrity**
- **Personal Service**



# Categories of Values

- Personal Values
  - Represents an individual's moral character
- Social Values
  - Folkways - values people accept out of habit
  - Morals - morality which governs values
  - Institutional - ways or practices set up under law
  - Taboos - the emphatic do's and don'ts of a particular society



# Categories of Values

- **Political** - Loyalty to country, concern for national welfare, democracy, the “American Way,”
- **Economic** - Such mediums as Equal employment, stable economy, money, and private property
- **Religious** - Reverence for life, human dignity, and freedom to worship
- **Socialization.** Socialization is the major source of an individual's values





# Louis Rath's Value Criteria

- **Choosing freely** - No one can force you into a value
- **Choosing from alternatives** - Choosing after thoughtful consideration of the consequences of each alternative
- **Choosing after thoughtful consideration** - Committed to chose even after thoughtful consideration of the consequences of each alternative



# Louis Rath's Value Criteria

- **Prizing and cherishing.** Being happy with the choice
- **Affirming.** Prizing enough to be willing to affirm the choice to others
- **Acted upon.** Acting or doing something with the choice
- **Repeated.** Acting repeatedly, in some pattern of life



# Attitude

**A state of mind or feeling  
with  
regard to some matter**



# Characteristics of Attitude

- Difficult to measure - Indicated by behavior as reactions to stimuli from individual situations, social values
- May create inflexibility and stereotypes - based on inconsistencies, incorrect assumptions or other false data
- Demonstrated through the behavior
- Formed largely from the continuous process of socialization



# Characteristics of Attitude

- Positive or Negative
- Once an attitude is formed, it is not easily changed
- Attitudes are learned
- Attitudes may be affected by age, position and education

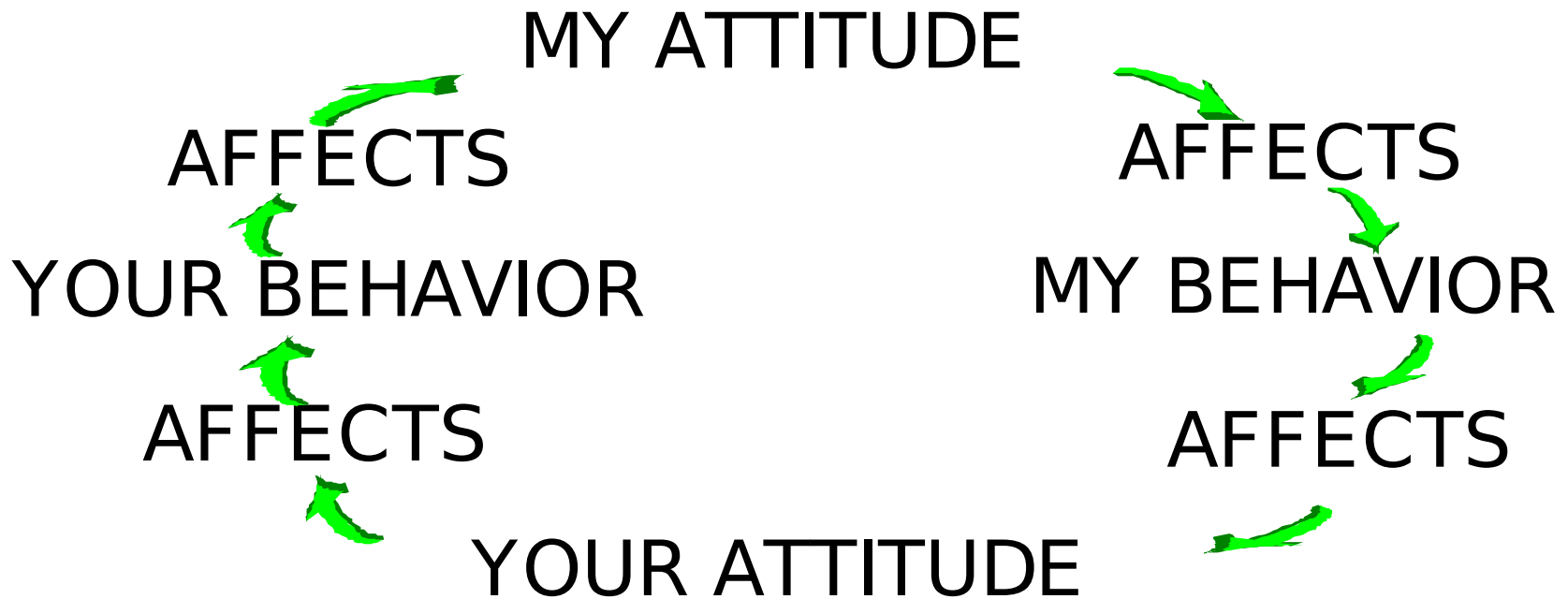


# Behavior

Behavior is the manner of conducting oneself. The response of an individual or group to it's environment.



# Betari Box Model



# Cognitive Dissonance

- State of internal tension that results from an inconsistency between any knowledge, belief, opinion, attitude, or feeling about the environment, oneself or one's behavior. It is psychologically uncomfortable.
  - **Cognitive** - being reduced to factual knowledge; act or process of knowing including both awareness and judgment
  - **Dissonance** - lack of agreement, inconsistency between one's actions and one's beliefs





# Ways To Reduce Cognitive Dissonance

**Avoidance**

**Denial**

**Change**



# Example of the Process

- Avoidance - SFC Jones delegates responsibilities so he doesn't have to come in contact with females, or asks for a transfer
- Denial - SFC Jones passes this off as an exception to the rule
- Change - SFC Jones thought females could not perform under stress, but he was wrong
- Have you experienced this? Now you know the big words for what happened to you



# Beliefs/Norms

- Beliefs are assumptions or convictions you hold as true about some thing, concept or person
- Norms are the rules or laws normally based on agreed-upon beliefs and values that members of a group follow to live in harmony
  - Formal- official standards or laws that govern behavior
  - Informal- unwritten rules or standards that govern the behavior



# Summary

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- Explain the value system and the significance of the socialization process
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